2007–2008

Saskatchewan

Minister's Message

It is my pleasure to present the Human Resource Plan for the Saskatchewan public service for 2007-08.

The Government of Saskatchewan is committed to ensuring we have a capable, diverse, and talented public service working in a healthy, supportive, and challenging work environment. The Human Resource Plan for the Saskatchewan public service details the goals and actions to be taken by the Saskatchewan Public Service Commission (PSC) and departments to ensure the public service has the right people in the right jobs at the right time.

Today's public sector organizations face many challenges including greater competition for talented employees and continuing change in the scope of services provided and how they are provided.

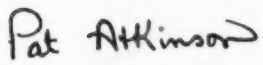
We will meet these challenges by improving our recruitment initiatives to attract a capable and innovative workforce as well as enhancing our succession management initiatives to ensure the continued delivery of citizen-centered programs and services.

We will improve leadership skills within the public service, and maintain a desired work environment for both the employee and the employer.

We will also focus our efforts on increasing the diversity of our workforce to enrich our understanding and development of programs for the public, as well as, contribute to the quality of life in Saskatchewan.

It is through these goals that we work with our managers and employees to maximize service and provide effective solutions and services to the people of Saskatchewan.

The PSC is committed to working with departments to implement the plan and meet the changing needs of the public service. We look forward to reporting on progress in our 2007-08 Annual Report, to be released in July 2008.



Pat Atkinson
Minister Responsible
for the Public Service Commission

Who We Are

The Public Service Commission (PSC) is the Government of Saskatchewan's central human resource agency. The PSC provides leadership and policy direction for the human resource function in the public service, working to promote excellence in human resource planning, policy, and processes.

The PSC accomplishes this mandate by providing leadership and programs to executive government departments and employees that support achievement of the public service's desired culture and addresses the highest priority human resource issues facing the public service. The PSC either directly delivers or collaborates with the departments in the delivery of human resource services. Human resource services include recruitment and selection, learning and development, classification, labour relations, workplace diversity, human resource information systems, employee and family assistance, human resource planning, and organization development.

THE SASKATCHEWAN PUBLIC SERVICE

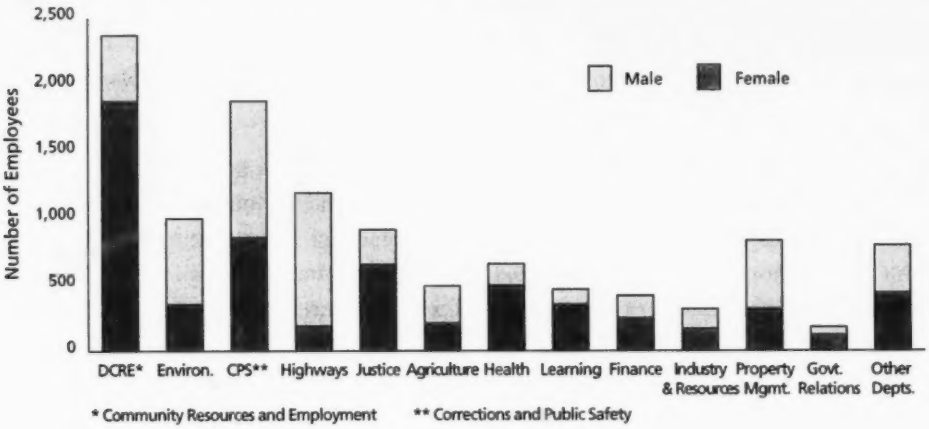
PSC works collaboratively with government departments in support of achieving our shared vision: "A leader in public sector management and policy, dedicated to delivering programs and services valued by the people of Saskatchewan."

The Saskatchewan public service:

- employs more than 11,000 people working in permanent full-time, permanent part-time, term, and labour service positions in 21 departments – in summer months, seasonal employees bring this number up to more than 12,000 people;
- provides quality service to the people of the province – from pasture operators to corrections workers, policy analysts to lab clerks, mining engineers to accountants;
- operates heavy equipment to maintain roads in the summer and ensures highways are clear of ice and snow in the winter;
- fights forest fires and educates the public about preventing wild land fires;
- conducts intensive home studies for prospective adoptive parents and facilitates adoption placements;
- develops Government policy and programs in a wide variety of areas such as environmental protection, health, education, intergovernmental relations, agriculture, and public safety;
- administers computer networks, processes and monitors financial transactions, and develops communication tools; and,
- works with government and third party partners to ensure effective consultation, analysis, and service delivery.

Our employees are a critical resource to ensure the Government achieves its strategic goals and objectives.

THE SASKATCHEWAN PUBLIC SERVICE EMPLOYEES BY DEPARTMENT, MARCH 2006 – 11,607



The PSC and departments work in partnership to create and implement the Human Resource Plan for the Saskatchewan Public Service. The plan outlines the strategies and actions necessary to build a highly skilled and productive workforce that is required to achieve Government priorities.

The PSC is accountable for:

- leading the development of the human resource plan;
- co-ordinating government-wide human resource actions;
- ensuring alignment of activities with government-wide priorities; and
- establishing measures, evaluating, and reporting on actions under the plan.

Departments are accountable for:

- partnering with the PSC to develop the human resource plan;
- completing key actions outlined in the plan;
- providing progress reports to the PSC on actions and results within the plan; and
- supporting government-wide human resource priorities.

Plan at a Glance

In its October 26th, 2006 Speech from the Throne, the Government of Saskatchewan outlined provincial priorities reflecting its commitment to the people of Saskatchewan. Skilled, diverse, and knowledgeable employees in Saskatchewan's public service are a key component in ensuring these commitments are met through strong public policy and effective program and service delivery to the public.

2006-10 HUMAN RESOURCE PLAN FOR THE SASKATCHEWAN PUBLIC SERVICE (HRP)

The 2002-06 Corporate Human Resource Plan has been revised and renewed for 2006-10. The goals and objectives presented in the 2006-10 Human Resource Plan for the Saskatchewan Public Service support the achievement of the organization's desired culture and address the highest priority human resource issues facing the Saskatchewan public service. These goals will be achieved through government-wide efforts that represent a partnership between management and human resources.

2007-08 PERFORMANCE PLAN FOR THE SASKATCHEWAN PUBLIC SERVICE COMMISSION (PSC)

This is the fifth performance plan publicly released by the PSC. It reflects the vision, goals, and objectives outlined in the 2006-10 Human Resource Plan for the Saskatchewan Public Service that will guide the PSC and departments. This plan focuses on priority actions for 2007-08. The PSC will report on results in the 2007-08 Annual Report.

The performance plan will continue to develop over time as key actions are implemented, results are achieved, and stakeholder feedback is incorporated.

This section includes a summary of the vision, goals, and objectives as well as selected performance measures that will assist in determining progress in achieving these goals.

VISION

The Saskatchewan public service is a leader in public sector management and policy, and dedicated to delivering programs and services valued by the people of Saskatchewan.

GOAL 1

The Saskatchewan public service has a talented, innovative, and dedicated workforce

***OBJECTIVE 1** – The public service attracts and retains high quality employees*

Performance Measures

- Percentage of managers who believe they are able to attract high quality candidates
- Employee separation rate (permanent full-time)
- Retention rate of new employees

***OBJECTIVE 2** – The public service has the knowledge and skills required now and into the future*

Performance Measure

- Percentage of identified key positions with succession plans

GOAL 2

The Saskatchewan public service has a healthy, productive, and collaborative work environment

***OBJECTIVE 1** – The public service has effective leaders, managers, and supervisors*

Performance Measures

- Percentage of employees who believe their direct supervisor is effective
- Percentage of payroll spent on supervisory, management, and leadership training
- Percentage of leaders, managers, and supervisors who believe they have had developmental opportunities

***OBJECTIVE 2** – The public service has constructive and co-operative relations with employees and the unions that represent them*

Performance Measure

- Percentage of employees who believe mechanisms exist to deal with their concerns

OBJECTIVE 3 – *Enhanced support for learning, effective employee performance, accountability, and organizational health*

Performance Measures

- Percentage of employees who believe they are able to access and use work/life balance policies
- Percentage of employees who believe they are supported in their performance
- Percentage of employees who understand the relationship of their job to department goals
- Percentage of payroll spent on training

OBJECTIVE 4 – *The public service has responsive, client-centered human resource services, strategies, and policies*

Performance Measure

- Percentage of managers, supervisors, and employees who are satisfied with human resource services

GOAL 3

The Saskatchewan public service has a diverse workforce

OBJECTIVE 1 – *An increasingly representative workforce at all levels of organization*

Performance Measure

- Percentage of representation by employment equity groups

OBJECTIVE 2 – *Increased attraction and retention of youth*

Performance Measures

- Percentage of permanent full-time public service employees under 30 years of age
- Retention rate of youth (under age 30) within the public service
- Percentage of youth (under age 30) hired within the public service

OBJECTIVE 3 – *Improved organizational culture to support diversity*

Performance Measure

- Percentage of employees who believe the organizational culture supports workplace diversity

2007-08 Financial Overview

2007-08 ESTIMATES	*(in thousands of dollars)*	
Central Management and Services	$	2,478
Human Resource Information Services		6,331
Employee Relations, Policy and Planning		2,187
Human Resource Client Service		3,844
Aboriginal Career Connections Program		541
Total Appropriation	$	15,381
Less: Capital Acquisitions		0
Plus: Amortization		1,360
Total Expense	$	16,741
Revenue	$	31
PSC Full-Time Equivalent (FTE) Staff Complement		141.8

The 2007-08 expense budget includes an increase of 15 per cent or $2.298 million. Ongoing funding was approved to pay for approved salary increases, hire additional resources to sustain the new government-wide human resource and payroll system (MIDAS), to support grievance and arbitration workloads, pay for information technology services provided by the Information Technology Office, increase the number of corporate learning and development initiatives, and standardize career advertising. One-time funding was provided to conduct a service-wide review of government's human resource administration and payroll operations and pay for additional leased office space.

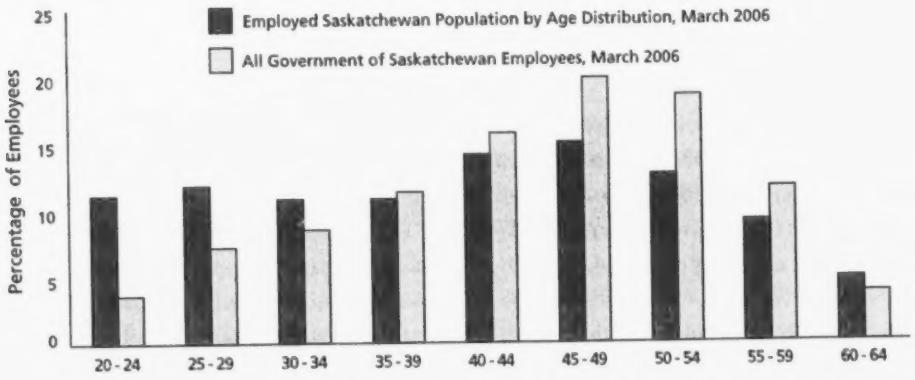
Trends and Issues

The Saskatchewan public service exists to serve our province's citizens. There are a number of significant trends and issues facing the public service, key among these are the tightening of the labour market compounded by a growing interprovincial income gap. The Saskatchewan public service is challenged as never before to recruit, retain, and compensate the skilled workers it needs to deliver strong policy and quality programs and services to the people of Saskatchewan, while expectations for achieving results and managing the cost of government are growing.

WORKFORCE DEMOGRAPHICS

The demographic composition of the Saskatchewan public service poses significant challenges over the next decade. The average age of public service employees is 45 years, much higher than the 40.5 year median age of those currently employed full-time and part-time in the province. As well, the distribution of employees in the public service by age group does not currently reflect Saskatchewan's employed population by age group. There is a noticeable shortage of youth and over-representation of baby-boomers within the composition. As of March 2006, only 11 per cent of all employees and 4.3 per cent of permanent full-time employees were between 20 and 30 years of age, compared with 22.9 per cent of the entire employed provincial population.

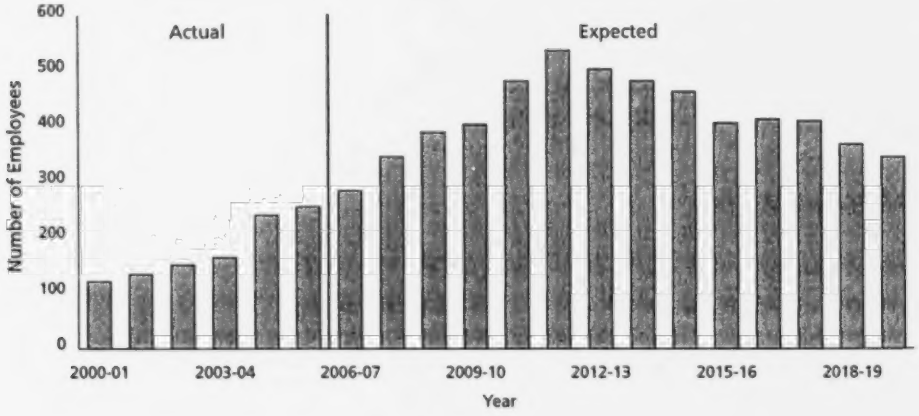
WORKFORCE DISTRIBUTION BY AGE (EMPLOYED SASKATCHEWAN POPULATION VS ALL GOVERNMENT OF SASKATCHEWAN EMPLOYEES AGED 20 TO 64)



Sources: PSC Human Resource Information Systems, March 2006; CANSIM Table 282-0001: Labour Force Survey Estimates, March 2006, Statistics Canada (for those aged 20 to 64 years of age)

In addition, increasing numbers of retirements have begun and are anticipated to continue over the next decade, with the peak from 2011 to 2013 when they are expected to average approximately 500 per year.

ACTUAL AND EXPECTED RETIREMENTS – CURRENT PERMANENT FULL-TIME AND PART-TIME EMPLOYEES, MARCH 2006



Source: PSC Human Resource Information Systems, March 2006

To ensure continuity in programs and services provided to the public, it will be critical to leverage current and future employee skills, retain skilled labour, bridge the knowledge gap from one generation to another through succession planning, recruit a highly-mobile younger generation and keep the skills of the aging workforce current with evolving demands, continued engagement, and organizational supports required for the latter part of employees' careers.

SKILLS SHORTAGES

Saskatchewan is experiencing a demographically-driven tightening of the labour market and faces the potential for a labour shortage along with the rest of Canada. The *Saskatchewan Labour Market Trends Report: 2004 Update* outlines the possible impacts of an aging population on the provincial labour market, with a predicted decline in the labour force supply in the next ten to fifteen years.[1] We can expect to see an ever-increasing number of specific occupational and skills shortages as the labour market struggles to meet the demands of the economy. Already there is compelling evidence of critical shortages in the health, transportation, and the skilled trades sectors.

[1] Sask Trends Monitor, *Saskatchewan Labour Market Trends Report: 2004 Update of the 2000 Saskatchewan Labour Market Trends Report*, November 2004.

The labour market will change in a number of complex ways, including:

- wage premiums for employees with higher skill levels will increase. This will result in recruitment and attraction of those who are not in the labour force, those working for other employers, or those who live outside the province or country;
- employers will automate or streamline as much of their operations as possible in order to reduce the demand for labour. Employees will need higher levels of skills to work in these knowledge-intensive work places; and
- labour intensive industries and employers will become less profitable, relocate to a source of labour, or cease operations.

With skills shortages predicted in the next five years throughout Canada, low immigration and higher than normal out-migration in Saskatchewan, and low youth representation, the public service will be challenged to attract and retain highly skilled employees and can anticipate wage premiums for employees with higher skill levels.

Key success factors for the Saskatchewan public service will be to increase the workforce participation rate of:

- a young and growing Aboriginal population. The representation of Aboriginal people is increasing within the public service workforce, however, not in all occupations and at all levels within the organization;
- persons with a disability and visible minority persons; and
- a highly-mobile and skilled younger generation of workers.

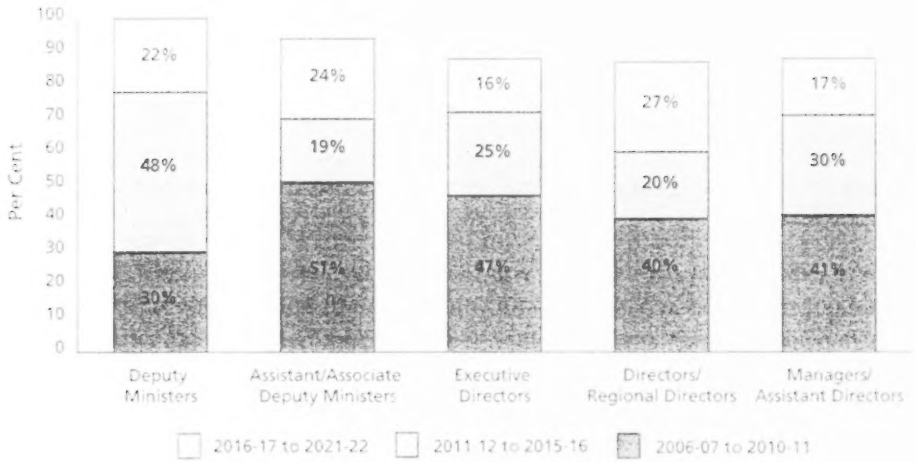
LEADERSHIP CAPABILITY

The central role of leadership is vital to employee and organizational success. The Saskatchewan public service is facing a leadership challenge due to:

- a struggle to adjust to fundamental changes in the role and capabilities required of public service leaders as the public service increases the use of horizontal strategies, integrated service delivery, and movement towards shared accountabilities with stakeholders; and
- less than required leadership bench strength (defined as the number of high potential leadership candidates waiting to step up to bat) to meet future needs.

The public service expects 30 per cent of Deputy Ministers, 51 per cent of Assistant/Associate Deputy Ministers, and 47 per cent of Executive Directors to retire by 2010. Current internal feeder groups for these positions will be eligible to retire at the same time (40 per cent of Directors/Regional Directors and 41 per cent of Managers/Assistant Directors). As of March 31, 2006, only 34 per cent of identified key positions within the public service have succession plans in place.

PROJECTED RETIREMENTS
LEADERSHIP GROUPS SEPTEMBER 2006



Source: Government of Saskatchewan, Multi-Informational Database Application System (MIDAS), September 2006

As well, the need for enhanced leadership was underlined in the 2005 Employee Survey results. The challenge for leaders is balancing short and long-term priorities, exercising leadership in calm and crisis, inspiring innovation, and executing strategies. Effective leaders need to "create collective ambition – a common sense of focus and purpose that drives co-operation and performance."[2]

Key success factors for the Saskatchewan public service will be to:

- have strong succession management strategies and to continually monitor the effectiveness of these strategies, including the need to differentiate itself in the labour market;
- develop leadership bench strength throughout the public service and mechanisms to better track the talent pipeline; and
- improve the retention and development of mid career professionals in particular.

EMPLOYEE ENGAGEMENT

Employee engagement is defined as the extent to which an individual feels connected to and involved with their job and their organization. Many factors affect engagement – the job itself, the work environment, and relationships with peers, managers and clients. Engaged employees are more productive, perform at higher levels, and are more likely to achieve government goals.

[2] Albert A. Vicere, "Leadership in the Networked Economy," *Human Resource Planning* 25, 2 (2002), p. 10. Available from Ebsco Information Services, Ipswich, Mass.

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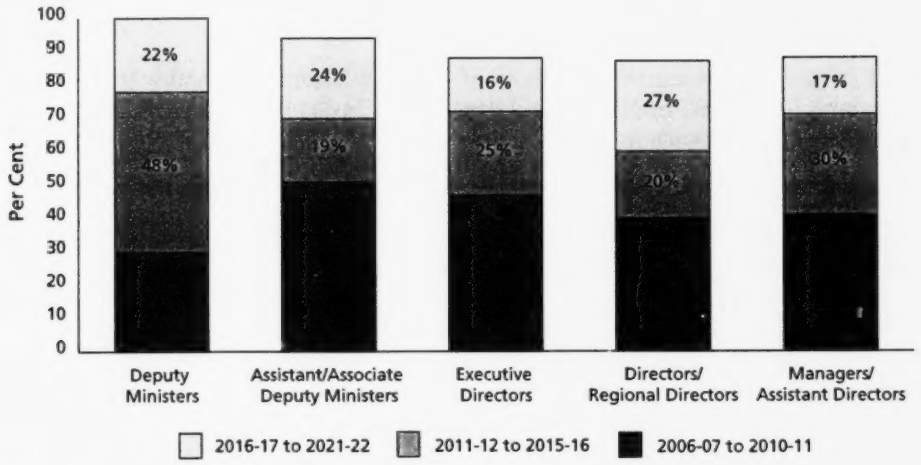

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[2] Albert A. Vicere, "Leadership in the Networked Economy," *Human Resource Planning* 25, 2 (2002), p. 26. Available from Ebsco Information Services, Ipswich, Mass.

A 2005 poll by Towers Perrin found that less than one in five Canadian employees consider themselves fully engaged in their jobs. Moreover, the proportion of fully engaged workers had slipped from 21 per cent in 2003 to 17 per cent in 2005. Another 66 per cent of employees polled reported that they were "moderately" engaged.[3] The Saskatchewan public service has begun measuring aspects of engagement in its biennial employee survey. In 2005, results indicate:

- 70 per cent of employees understand the relationship of their job to department goals;
- 46 per cent of employees believe they are supported in their performance;
- 74 per cent of employees believe they are able to access and used work/life balance policies; and
- 55 per cent of employees believe their direct supervisor is effective.

Engaged employees drive organizational outcomes. They:

- go beyond what is required and frequently make discretionary decisions that contribute to organizational success;
- understand and share the values of the organization;
- perceive that there are opportunities for growth, development, and advancement;
- enjoy collegial relationships with managers and co-workers; and
- trust their leaders and regard the success of the organization as their success.[4]

The Saskatchewan public service has an opportunity to significantly improve employee engagement levels by:

- aligning government systems, processes, and practices with the desired culture we have defined for ourselves;
- implementing actions to address government-wide needs identified in the 2005 Employee Survey; and
- educating current and future managers on their role in providing leadership within the public service.

[3] Eric Beauchesne, *"Few Workers Go Beyond the Call of Duty"*, *The Ottawa Citizen*, November 15, 2005, p. E7. This article reports on the preliminary findings from the Towers Perrin 2005 Global Workforce Study, based on a worldwide poll of 86,000 employees working for medium-sized and large employers, including more than 5,000 Canadians.

[4] Ruth Wright, *Measuring Human Resources Effectiveness Toolkit*, The Conference Board of Canada, November 2004 (unpublished).

Changes from 2006-07 Performance Plan

The 2007-08 Performance Plan for the Saskatchewan Public Service Commission includes the goals and objectives outlined in the 2006-10 HRP, as well as performance measures that will assist in determining progress in achievement of these outcomes.

The 2006-10 Human Resource Plan includes within it a *Statement of Organizational Culture*. This statement is new and serves as the foundation for the HRP for the Saskatchewan Public Service. It outlines expectations for employee and organizational performance required to successfully fulfill government priorities.

The Statement recognizes the public service as one organization: many departments working together toward a common vision. It defines the vision, values and organizational principles for the public service, and outlines the commitment that government as an employer makes to its employees at all levels, in all departments, and in all locations around the province.

In addition to creating identity, setting expectations and defining the way things are done throughout the Saskatchewan public service, the Statement provides a common overarching framework for planning.

The strategic direction for the public service remains the same as for the 2006-07 plan with only a slight wording change to the vision to increase clarity.

The following measures that were in the 2006-07 plan are not included in the 2007-08 plan because they were not outcome focused and they did not adequately measure the success of the objectives they were attached to:

- Number of student work experience placements
- Percentage of employees who have learning and development plans

The following two measures were added to the plan for 2007-08 to replace existing measures with more outcome focused measures and to measure objectives that previously were without measures:

- Percentage of managers who believe they are able to attract high quality candidates
- Percentage of leaders, managers, and supervisors who believe they have had developmental opportunities

The following measure was present in the 2006-07 plan, but has been revised somewhat in the 2007-08 plan:

- Percentage of management employees who are satisfied with PSC services

The measure has been broadened to include results from supervisors and employees and to include human resource services provided both by departments and the PSC. The measure now reads:

- Percentage of managers, supervisors, and employees who are satisfied with human resource services

Trendline information is provided for performance measures for the first time in the 2007-08 Performance Plan, which provides additional context and historical information for the reader.

Statement of Organizational Culture

The Saskatchewan public service expects excellence from our employees in serving the public interest. Our success requires a diverse workforce of varying knowledge, skills, and abilities who all aspire to excel in their roles and contribute to organizational success.

VISION

The Saskatchewan public service is a leader in public sector management and policy, and dedicated to delivering programs and services valued by the people of Saskatchewan.

ORGANIZATIONAL PRINCIPLES

- Single employer – we conduct ourselves as one organization.
- Social and fiscal responsibility – we make the most of our finite resources and our efforts foster a social and economic environment that contributes to society and the well-being of our citizens.
- Accountability – we take responsibility for our performance, both the results achieved and the means used.
- Diversity – we welcome and respect the value of human differences and a workplace that is representative of the population of Saskatchewan.

VALUES

- Service excellence – we satisfy client and stakeholder needs with quality programs and services.
- Teamwork – we learn from each other and collaborate within and across departments and with external clients and stakeholders to achieve common goals.
- Innovation – we encourage employees to learn new concepts, to be creative, to go beyond the conventional, and be open to new ideas.
- Integrity – we are professional, honest, trustworthy, fair, and uphold the good reputation of the Saskatchewan public service.
- Respect – we treat those we serve, and each other, with courtesy, honesty, trust, and fairness.

COMMITMENT TO EMPLOYEES

The Saskatchewan public service expects excellence from our employees in serving the public interest. In return, the public service is committed to providing:

- challenging work in a supportive environment;
- opportunities for personal and professional growth along with promotional and advancement opportunities;
- work/life balance;
- quality management and leadership at all levels of the organization; and
- competitive compensation.

Goals, Objectives, Actions, and Measures

This section presents the detailed Human Resource Plan for the Saskatchewan Public Service for 2007-08 that supports advancement towards our vision. For each goal, a series of objectives has been established that support progress towards the broader goal statement. Under each objective, a set of key actions has been identified for both the PSC and departments for completion in 2007-08. These actions are the means for making progress on the objectives. A set of performance measures has been established for each objective to gauge progress toward meeting the objective.

GOAL 1

The Saskatchewan public service has a talented, innovative, and dedicated workforce

Achieving results requires the right talent. A capable and innovative workforce with the talent necessary to address emerging and future economic, social, and environmental challenges, achieve government priorities, and meet citizen needs is required. Improving recruitment initiatives, attracting and retaining highly skilled and knowledgeable employees, and improving succession management initiatives are key elements in achieving this goal. These initiatives will assist the public service in addressing the effects of a tightened labour market and the demographic shift of the public service workforce over the next 10 years.

OBJECTIVE 1 *– The public service attracts and retains high quality employees*

The Saskatchewan public service faces a significant challenge given the demographic profile of the public service, an increasingly competitive labour market, the decreasing availability of a qualified labour pool, and the perception that a career in the public service is not a positive choice.

This objective addresses the imperative that the public service attract and retain high-quality employees. In order to achieve this objective, the public service must ensure that the workplace is attractive for those who are already serving the public, as well as for those who will enter the public service in the future.

Key Actions for 2007-08

Public Service Commission

- Continue the Masters of Public Administration Internship Program to increase the number of experienced individuals available to compete for future vacancies in the Saskatchewan public service.

- Research and develop recruitment strategies to address government-wide priority recruitment needs and issues:
  - ~ Develop, co-ordinate, and support partnerships with educational institutions and appropriate community-based organizations.
  - ~ Identify and facilitate the development of recruitment strategies for priority hard-to-recruit occupations.
- Evaluate existing human resource policies and processes to ensure they are effective in attracting and retaining high quality employees:
  - ~ Review policies regarding phased retirement.
  - ~ Review compensation policies and salary rates for specific occupations where recruitment or retention difficulties are identified.
- Develop strategies to retain key positions[5] within the public service.
- Support the establishment of an enhanced New Professionals' Network within executive government.

Departments

- Develop recruitment and retention plans for department-specific hard-to-recruit occupations.
- Maintain relationships with educational institutions, specifically related to hard-to-recruit department-specific occupations:
  - ~ Influence educational program curriculum to ensure that it is addressing the needs of the organization.

What are we measuring?	**Progress to date**
Percentage of managers who believe they are able to attract high quality candidates	Under development

This measures the percentage of managers who believe they are able to attract skilled and knowledgeable candidates. The public service is seeking to attract high quality candidates to the public service. There a number of factors that have an influence on this measure, including;

[5] Key positions are those that:
- are critical to the department's ability to achieve strategic business goals and/or critical to the delivery of the department's performance plan;
- have negative consequences and would put the department at risk if it was vacant for an extended period of time; and
- are identified where resource pools are presently or anticipated to be scarce due to the competitive job market.

These may be specific positions, an organizational strata (e.g., middle managers), or an occupational group or functional area (e.g., a particular branch).

compensation, manager quality, work/life balance, opportunities for personal growth, and a supportive environment.

What are we measuring?

Employee separation rate

Progress to date

Year	Per Cent
2002-03 (baseline)	4.2%
2003-04	4.6%
2004-05	5.9%
2005-06	5.9%

[Source: PSC Human Resource Information System, March 2006]

This measure shows the percentage of permanent full-time employees who leave the public service for any reason, voluntary or involuntary. Best practices indicate that a healthy separation rate is between five and eight per cent. Managers and management practices have a high level of influence on this measure but other factors, such as employees' desire for different employment experience or opportunities for advancement, family or personal reasons also play a role.

What are we measuring?

Retention rate of new employees

Progress to date

Year	Per Cent
2001-02* (hired in 1997-98)	83.0%
2002-03 (hired in 1998-99)	77.8%
2003-04 (hired in 1999-00)	76.3%
2004-05 (hired in 2000-01)	71.2%
2005-06 (hired in 2001-02)	70.0%

* *[baseline]*

[Source: PSC Human Resource Information System, March 2006]

This measure shows the rate at which the public service is able to retain new permanent full-time employees over a four-year period. The retention rate provides insight into the quality of human resource policies, practices, and processes, organizational culture, and leadership within the public service. Managers and management practices have a high level of influence on this measure but other factors, such as employees' desire for different employment experience or opportunities for advancement, family and personal reasons also play a role.

OBJECTIVE 2 – The public service has the knowledge and skills required now and into the future

Public service demographics pose a significant challenge, as an increase in retirements is anticipated over the next decade, peaking from 2011 to 2016. In addition, the number of employees eligible to retire in management and senior technical positions will continue to increase in the next few years. The public service expects 49 per cent of managerial and senior technical employees in finance, economic analysis, education and economic policy, senior management and law to retire by 2010.

Retaining and sharing the knowledge and expertise residing in long-term employees requires effective succession management.

Key Actions for 2007-08

Public Service Commission

- Develop and implement executive succession strategies to ensure continuity of knowledge and skills in executive positions.
- Develop and implement succession management strategies for priority occupational groups that have service-wide implications.
- Support implementation of the succession management strategies and initiatives across government:
  - ~ Research and support assessment tools and processes to evaluate leadership potential and development needs.
  - ~ Provide consulting support to departments in developing and implementing succession initiatives.

Departments

- Identify, develop, and implement succession plans for identified key positions.

What are we measuring?	**Progress to date**
Percentage of identified key positions with succession plans	35% *[2004-05]* 34% *[2005-06]* *[Source: Departmental Human Resource Plans, Year-End Reports, 2005-06]*

This measures the effectiveness of succession management within the public service. The human resource function plays a significant role in leading the development of succession planning initiatives and management influences implementation.

GOAL 2

The Saskatchewan public service has a healthy, productive, and collaborative work environment

To ensure that the public service is capable of providing high quality, citizen-centered programs and services, we must make the Saskatchewan public service an attractive workplace for those who are already serving the public, as well as for those who will enter the public service in the future.

This goal focuses on improving the skills for leaders, managers and supervisors, maintaining constructive relations with employees and unions, improving employee performance management, and improving the human resource service delivery model.

A number of areas are addressed in this goal that contributes to a desired work environment for both the employee and employer. What is sought is a workplace where skilled managers and supervisors exercise quality leadership and use sound human resource practices to maximize the performance of employees.

OBJECTIVE 1 – The public service has effective leaders, managers, and supervisors

As the public service increases the use of horizontal strategies, integrated service deliveries, and movement towards shared accountabilities with stakeholders, there are changing expectations of leaders and a need to increase organizational effectiveness. Leadership and supervision has a direct impact on quality of service and retention of employees. The need for enhanced leadership capacity was underlined in the 2005 Employee Survey results. Effective leadership depends on the application of both learning and performance management, and clear articulation of strategic direction by senior leaders.

In addition, increasing numbers of retirements over the next decade will result in leadership continuity challenges. Since approximately 85 per cent of management positions are filled from within the public service, it is critical to develop existing employees to fill the gap when managers retire.

Key Actions for 2007-08

Public Service Commission

- Develop, deliver, and co-ordinate priority government-wide leadership, management, and supervisory learning and development initiatives that complement existing department-based initiatives and increase access for employees:
  - ~ Co-ordinate, deliver, and evaluate the Leadership Development Program for middle managers across executive government.
  - ~ Implement orientation program for senior leaders and managers.
  - ~ Develop and implement learning and development opportunities to increase the knowledge and skills of current and prospective senior leaders in executive government.

- ~ Implement recommendations from the review of the management competency model.
- ~ Co-ordinate and participate in management workshops and initiatives identified through collaboration with executive government departments (Learning CO-OP).

Departments

- Identify and create leadership development opportunities for employees.
- Manage leadership development initiatives at the department level.

What are we measuring?

Percentage of employees who believe their direct supervisor is effective

Progress to date

	2003 (Baseline)	2005[6]
Favourable	54%	55%
Neutral	25%	25%
Unfavourable	21%	20%

[Source: 2003 and 2005 Government-Wide Employee Surveys, Saskatchewan Public Service]

This measures an employee's perception of his or her supervisor's leadership and management capabilities. It also identifies the impact of learning and development provided to supervisors. Managers have a high level of influence on this measure.

What are we measuring?

Percentage of payroll spent on supervisory, management, and leadership training

Progress to date

0.05%

[2002-03: baseline]

0.13%

[2005-06]

[Source: Departmental Human Resource Plans, Year-End Reports, 2005-06]

This measures the amount of expenditures on leadership training as a percentage of straight-time annual payroll. This provides insight into the amount of investment in education and training development for supervisors, managers, and leaders. Management and management practices have a high degree of influence on this measure.

[6] Please note for all measures that identify the 2003 and 2005 Government-Wide Employee Surveys, Saskatchewan Public Service as source documents, the 2005-06 Annual Report for the Saskatchewan Public Service Commission incorrectly identified February 2006 as the latest date available for the 2005 results. The survey was administered in 2005 and results are subsequently reported as such.

What are we measuring?	Progress to date
Percentage of leaders, managers, and supervisors who believe they have had developmental opportunities	Under development

This measures the perception of organizational support for developmental opportunities for leaders, managers, and supervisors. Leaders and managers include employees in the Management Classification Plan (MCP) levels 4 to 12 and Deputy Minister levels 1 to 5. Supervisors include all in-scope supervisors. Management has a high degree of influence on this measure.

OBJECTIVE 2 – The public service has constructive and co-operative relations with employees and the unions that represent them

The public service wishes to maintain a positive relationship with its employees and their unions. A healthy relationship among management, public service employees, and public service unions will contribute to a positive work environment.

Key Actions for 2007-08

Public Service Commission

- Finalize negotiation of renewal agreements with the Saskatchewan Government and General Employees' Union (SGEU) and the Canadian Union of Public Employees (CUPE), including increased client involvement and implement new agreement provisions.
- Evaluate the effectiveness of the joint Central Union/Management Committee.
- Research, develop, and implement effective mechanisms to resolve issues, concerns, and conflicts at the appropriate level in the organization.
- Continue joint efforts with SGEU to reduce backlog of outstanding grievances/arbitrations.

Departments

- Participate in the collective bargaining process and in implementing new agreement provisions.
- Evaluate the effectiveness of the departmental joint union/management committee.

What are we measuring?

Percentage of employees who believe mechanisms exist to deal with their concerns

Progress to date

	2003[7] (Baseline)	2005
Favourable	47%	47%
Neutral	30%	31%
Unfavourable	23%	22%

[Source: 2003 and 2005 Government-Wide Employee Surveys, Saskatchewan Public Service]

This measures the organization's effectiveness at resolving issues and conflicts in the workplace. Avenues to deal with conflict and/or employee issues contribute to positive employee relations. The human resource function plays a significant role through the establishment of systems and processes for dealing with employee concerns. Managers also play a large role in educating employees about these processes.

OBJECTIVE 3 – Enhanced support for learning, effective employee performance, accountability, and organizational health

As the labour market tightens, skilled employees have greater choice in employment opportunities. A positive work environment nurtures people's ability to use their talents and resources fully at work[8] resulting in higher levels of engagement and performance. Policies and practices supportive of organizational health and employee learning, development and accountability will be critical to our success.

Key Actions for 2007-08

Public Service Commission

- Co-ordinate and administer Employee Survey and continue to address priority government-wide needs identified through the survey process.
- Monitor and evaluate *Planning for Success*, the performance management system for out-of-scope employees to identify and implement actions to increase its effectiveness.
- Research, develop, and bring forward options for an out-of-scope variable/performance pay system.

[7] Please note the percentage of employees who believe mechanisms exist to deal with their concerns for 2003 was reported incorrectly in the 2005-06, 2004-05 and 2003-04 Annual Reports and the 2004-05 and 2005-06 Performance Plans. Results were reported at Favourable 47%, Neutral 29%, and Unfavourable 24% and should have been reported at 47%, 30% and 23% respectively.

[8] Adapted from The National Quality Institute, *Canadian Healthy Workplace Criteria*. [on-line]. www.nqi.ca.

- Implement recommendations from review of key policies and systems to support achieving the Statement of Organizational Culture.
- Research, develop, and bring forward options for a government-wide Occupational Health and Safety Framework.

Departments

- Continue to implement actions to address priority departmental needs identified through the Employee Survey process.
- Increase the usage of the out-of-scope employees performance management system, *Planning for Success.*
- Ensure that department employees receive annual information on department plans and priorities as well as progress updates on departmental strategies.
- Identify and implement appropriate department actions to achieve and sustain the Statement of Organizational Culture.

What are we measuring?

Percentage of employees who believe they are able to access and use work/life balance policies

Progress to date

	2003 (Baseline)	2005
Favourable	73%	74%
Neutral	13%	13%
Unfavourable	14%	13%

[Source: 2003 and 2005 Government-Wide Employee Surveys, Saskatchewan Public Service]

This measures employees' views of the level of organizational support for work/life balance. This commitment is essential to develop a corporate culture that supports work/life balance. Management must support and provide opportunities for employees to access and use work/life balance policies but they also need to balance operational activities of the employer.

What are we measuring?

Percentage of employees who believe they are supported in their performance

Progress to date

	2003 (Baseline)	2005
Favourable	45%	46%
Neutral	27%	27%
Unfavourable	28%	27%

[Source: 2003 and 2005 Government-Wide Employee Surveys, Saskatchewan Public Service]

This measures the extent of ongoing guidance and coaching for employees to successfully fulfill their roles. If employees are provided with clear expectations and receive constructive feedback, on-the-job performance should improve. Human resource staff support managers, who in turn support employees. Therefore, both managers and human resource staff share a high level of influence on this measure.

What are we measuring?

Percentage of employees who understand the relationship of their job to department goals

Progress to date

	2003 (Baseline)	2005[9]
Favourable	70%	70%
Neutral	20%	19%
Unfavourable	10%	11%

[Source: 2003 and 2005 Government-Wide Employee Surveys, Saskatchewan Public Service]

This measures employees' understanding of the link between department strategic goals and the role they play in achieving these goals. Managers have a high level of influence on ensuring the employees have access to information and are aware of department goals and how they link to their work unit. Employees also have a responsibility to ensure they understand the link between department and individual goals.

What are we measuring?

Percentage of payroll spent on training

Progress to date

Year	Per Cent
2002-03	0.5%
2003-04	0.5%
2004-05	0.5%
2005-06	0.5%

[Source: Departmental Human Resource Plans, Year-End Reports, 2005-06]

This measures the amount of expenditures on training as a percentage of straight-time annual payroll. This provides insight into the amount of investment in education and training development for employees. Managers and management practices have a high degree of influence on this measure.

[9] Please note the percentage of employees who understand the relationship of their job to department goals for 2005 was reported incorrectly in the 2005-06 Annual Report. Results were reported at Favourable 70%, Neutral 20%, and Unfavourable 20% and should have been reported at 70%, 19% and 11% respectively.

OBJECTIVE 4 – The public service has responsive, client-centered human resource services, strategies, and policies

This objective highlights the importance of having quality human resource services and support across the public service along with effective and efficient systems and processes. There is an increasing demand for timely and accurate human resource management information, which requires effective use of technology and flexibility of process.

Key Actions for 2007-08

Public Service Commission

- Deliver human resource services to the Saskatchewan public service:
  - ~ Implement changes to staffing and classification service delivery that enhance timeliness and responsiveness.
  - ~ Develop options for an approach to the audit of classification actions.
- Continue the implementation and operationalization of the Multi-Informational Database Application System (MIDAS) HR Payroll System through system modifications, the delivery of further training, and increasing staff awareness.
- Continue implementation of a shared service delivery model for human resource services:
  - ~ Evaluate the consolidated human resource service delivery to Government Relations; Culture, Youth and Recreation; Labour; Northern Affairs; First Nations and Métis Relations; and the Public Service Commission through a client service team approach.
  - ~ Implement skill development initiatives to enhance the capabilities of human resource professionals across the public service to enable them to more effectively meet client needs.
  - ~ Review human resource administration and payroll services, including the impact of MIDAS implementation.
  - ~ Develop strategies for continuing the implementation of the shared service delivery model for human resource service delivery.

Departments

- Participate in the continued implementation and operationalization of MIDAS HR Payroll System through attendance at training sessions and increasing staff awareness.
- Contribute to the development of strategies for continuing the implementation of consolidated human resource service delivery.
- Support actions to enhance the capabilities of human resource professionals to enable them to more effectively meet client needs.

What are we measuring?	Progress to date
Percentage of managers, supervisors, and employees who are satisfied with human resource service	Under development

This measures managers, supervisors, and employees' satisfaction with the delivery of human resource services. Human Resources have a high level of influence on this measure.

Past measurement information only measured the percentage of management employees' satisfaction with PSC services. In 2007-08, the Commission and departments will develop and conduct a broad client survey for human resource services, and will establish a new baseline.

GOAL 3

The Saskatchewan public service has a diverse workforce

This goal focuses on efforts to gain the benefits of a diverse workforce, including: greater creativity, innovation and effectiveness in solving complex problems, a greater understanding of cultural issues, people in program areas that can relate to diverse clients, and a greater diversity of approaches and opinions. A public service that reflects the province's diverse population throughout all levels of government will contribute to the quality of life in Saskatchewan.

OBJECTIVE 1 – An increasingly representative workforce at all levels of the organization

This objective highlights the importance of a diverse workforce. Increasing the representation of employment equity group members will allow the public service to better reflect the population of the Province and establish a public service that is more creative, producing more thorough solutions to provincial challenges and opportunities. It is critical to succession management and the ongoing delivery of quality services that the public service has a diverse workforce.

Key Actions for 2007-08

Public Service Commission

- Manage current initiatives to increase employment opportunities for employment equity group members:
  - ~ Manage the Aboriginal Career Connections Program with a view to increasing the retention rate of participants in the public service.
  - ~ Continue the Recruitment and Retention of Persons with Disabilities Initiative to increase recruitment and placement success.
- Work with departments, the Aboriginal Government Employees' Network, the Saskatchewan Visible Minority Employees' Association, and the New Professionals Network, to develop recruitment strategies to increase access to employment opportunities for each employment equity group.

Departments

- Ensure all managers are evaluated on their achievement in creating a diverse workforce.
- Create employment opportunities for employment equity group members.

What are we measuring?

Percentage of representation by employment equity groups

Progress to date

See the table below

PERCENTAGE OF REPRESENTATION BY EMPLOYMENT EQUITY GROUPS

	2002-03	2003-04	2004-05	2005-06
Aboriginal persons	10.2*	10.5	10.5	10.8
Persons with disabilities	3.0*	3.1	3.0	3.5
Visible minorities	2.30*	2.4	2.4	2.8
Women in senior management	N/A	34.0*	35.9	37.8
Women in middle management and other management positions	N/A	32.1*	33.6	33.1

** Baseline*

[Source: PSC Human Resource Information System, March 2006]

This measure addresses attraction and retention of employment equity group members. Human resource staff provide guidance and advice to managers who have a high level of influence on hiring and maintaining a representative workforce.

This measure is highly influenced by the availability of a qualified labour supply within the represented groups.

OBJECTIVE 2 – Increased attraction and retention of youth

It is critical to succession management and the ongoing delivery of services that the public service has a greater youth representation. As of March 31, 2006, only 4.3 per cent of permanent full-time employees and 11 per cent of all public service employees (permanent full-time, permanent part-time, term and labour service) were under the age of 30[10]. The shortage of youth in the public service requires targeted recruitment initiatives.

Key Actions for 2007-08

Public Service Commission

- Continue to implement youth recruitment initiatives.
- Implement revised student employment programs that better recognize department program and service delivery needs.

[10] PSC Human Resource Information System, March 2006.

Departments

- Create employment opportunities for youth.

What are we measuring?

Percentage of permanent full-time public service employees under 30 years of age

Progress to date

Year	Per Cent
2001-02 (baseline)	4.3%
2002-03	4.7%
2003-04	4.1%
2004-05	4.3%
2005-06	4.3%

[Source: PSC Human Resource Information System, March 2006]

The level of youth representation is a reflection of Government's ability to attract and retain youth in full-time, permanent jobs. Human resource staff provide guidance and advice to managers who have a high level of influence on hiring and maintaining a representative workforce. This measure is also influenced by the supply of qualified youth available in the labour market.

What are we measuring?

Retention rate of youth (under age 30) within the public service

Progress to date

Year	Per Cent
2002-03* (hired in 1998-99)	70%
2003-04 (hired in 1999-00)	89%
2004-05 (hired in 2000-01)	74%
2005-06 (hired in 2001-02)	71%

* *[baseline]*

[Source: PSC Human Resource Information System, March 2006]

This measure shows the rate at which the public service is able to retain youth over a four-year period. The retention rate provides insight into the quality of human resource policies, practices and processes, organizational culture, and leadership within the public service. Managers and management practices have a high level of influence on this measure but other factors, such as employees' desire for different employment experiences or opportunities for advancement, family and personal reasons also play a role.

What are we measuring?

Percentage of youth (under age 30) hired within the public service

Progress to date

Year	Per Cent
2001-02 (baseline)	24%
2002-03	25%
2003-04	21%
2004-05	24%
2005-06	20%

[Source: PSC Human Resource Information System, March 2006]

This measure identifies the percentage of youth hired within the Saskatchewan public service for a given year. A new hire is defined as anyone who has no previous service with the public service or has had a break in service, 180 calendar days or greater. The per cent of new hires is a reflection of government's ability to hire young employees and is a step towards achieving a rejuvenated workforce representative of Saskatchewan's population. Managers have a high level of influence on hiring and maintaining a representative workforce. This measure is also influenced by the labour supply and seniority provisions in the collective bargaining agreements.

OBJECTIVE 3 – Improved organizational culture to support diversity

A work culture that supports diversity is critical to the attraction and retention of employees, particularly those from employment equity groups. The values, beliefs, and behaviours of employees determine the culture of an organization. Employees who feel the workplace encourages and supports diversity will be more likely to remain in the public service.

Key Actions for 2007-08

Public Service Commission

- Identify priority corporate diversity learning needs and work with departments on strategies to meet those needs.

Departments

- Identify and address gaps in creating a workplace culture that supports and welcomes diversity.

What are we measuring?

Percentage of employees who believe the organizational culture supports workplace diversity

Progress to date

	2003[11] (Baseline)	2005
Favourable	60%	62%
Neutral	22%	22%
Unfavourable	18%	16%

[Source: 2003 and 2005 Government-Wide Employee Surveys, Saskatchewan Public Service]

This is a measure of employees' perceptions of organizational support for diversity. Human resources provide educational materials and coach managers on workplace diversity, which results in managers having a high level of influence on developing a culture that supports workplace diversity.

For More Information

For further information about the PSC's Performance Plan, please visit: www.psc.gov.sk.ca.

If you have questions or comments, or would like additional copies of the performance plan, we invite you to call: (306) 787-7592.

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[11] Please note the percentage of employees who believe the organizational culture supports workplace diversity for 2003 was reported incorrectly in the 2005-06, 2004-05 and 2003-04 Annual Reports and the 2004-05 and 2005-06 Performance Plans. Results were reported at Favourable 61%, Neutral 22%, and Unfavourable 27% and should have been reported at 60%, 22% and 18% respectively.